

MANUFACTURING EXTENSION PARTNERSHIP

Success Stories from the Field

EDO Electronic Systems Group

New York Manufacturing Extension Partnership

EDO Corporation Antenna Division's Lean Move

Client Profile:

The EDO Antenna Products and Technologies Group, a unit of EDO Corporation, is located in Bohemia, New York. The company develops and manufactures unique high performance antennas as well as a wide range of established catalog products. EDO Antenna employs 225 people.

Situation:

The Antenna Product and Technologies Group was not productive at its previous location and had just received a new order that required infrastructure not available at this location. As a result, company management contacted the Long Island Forum for Technology (LIFT), a NIST MEP network affiliate and division of the New York Manufacturing Extension Partnership, to provide for planning and the execution of a move to a new location.

Solution:

In March 2004, LIFT senior management and two engineers worked with EDO Antenna to begin the move to a new location. Using lean process improvement methodologies, including Value Stream Mapping and Kaizen events, LIFT engineering services provided a layout for the manufacturing area that made it possible for Lean Flow to be achieved. Due to the scope and significance of this project, LIFT's senior management helped in the high level planning and execution of the move and the necessities required of the new facility. The logistics, timing and schedule of the move were developed in meetings between LIFT and EDO management. LIFT management assisted EDO in the selection and design of two anechoic chambers by researching state-of-the-art equipment and matching recommendations to the requirements of EDO's clean room processes. The production process was analyzed and a cellular layout was designed particularly to work in the long and narrow floor space in the new facility. LIFT management reviewed the design of selected safety devices and barriers. A LIFT Black Belt engineer applied six-sigma methodology to both the move and manufacturing area design and a LIFT team facilitated a "move or buy" decision for moveable infrastructure. With LIFT's expert advice, research of operational options, and the implementation of changes in the manufacturing processes as the facility relocated, EDO Antenna was able to complete its move by the end of 2004.

Results:

- * Accepted a new \$20 million order.
- * Realized production orders of \$30 million, without loss of the work or the customer, due to preplanning of move.
- * Realized savings of \$1 million due to development of cells using Lean principles in new location.
- * Purchased four CNC machines, a new antenna test range, lockers and storage racks at cost.

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- * Installed new Deltek Manufacturing Resource Planning system.
- * Instituted bar coding system for inventory using internal resources.
- * Saved \$350,000 in unnecessary expenses.
- * Retained 30 jobs.
- * Created 40 new jobs.

Testimonial:

"In this era of maximizing the utilization of existing personnel, this move required additional assistance, more than our staff could provide. The project was an extended one requiring support across a wide field of expertise. LIFT was able to provide experienced talented professionals who made all the difference to a successful project. The project was absolutely necessary to the growth of the Antenna Division and resulted in the Antenna Division becoming an organization ready for new business."

Michael Mezzacappa, Director of Production